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Remarks

Responds to BYE 136297-88.

D/ Executive Secretary
2 Sep 88
Date

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Next 1 Page(s) In Document Denied

The Director of Central Intelligence

Washington D.C. 20505

2 September 1988

MEMORANDUM FOR: Director, National Reconnaissance Office

SUBJECT: Reorganization of NRO

fit —

1. I want to thank you for taking the trouble to come out a few days ago and review with me the organizational problems that you perceive in the NRO and your thoughts on how to remedy some of those problems. I certainly agree with you that the present way of doing business contributes at times to unproductive competition that does not well serve the Intelligence Community.

2. Nevertheless, I have serious reservations about your proposed reorganization. First, I am very concerned about the proposed transfer of the people in Program B (and uncertainties about the transfer of staff from Programs A and C). As you acknowledged at our meeting, this is a difficult problem and, candidly, your memorandum of further explanation did not relieve my concerns. Those in Program B are, and consider themselves to be, career CIA officers and any reorganization of the NRO must have as a high priority protecting their association with CIA.

3. Second, although the reorganization proposal centralizes system acquisition disciplines, it further removes them from interaction with their customers -- the processors, exploiters and intelligence producers. The proposed reorganization also would deprive me of first hand insight at CIA into the interplay between intelligence requirements and alternative approaches to collection and processing systems.

4. Finally, I am concerned about starting a far reaching reorganization in the last months of the Administration, without benefit of the views and ideas of those who will be actually responsible for implementation of the decision and who will be the ultimate beneficiaries of any future results.

5. For these reasons, I do not believe it would be wise to proceed at this time with the reorganization you have proposed. There are, however, some steps that could be taken

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to deal with certain of the problems you have identified and test the feasibility of some of your proposals in a preliminary way. For example, if a small centralized planning group consisting of individuals from Programs A, B and C were first established, it could be used to demonstrate the efficacy of integrating Program activities across the existing NRO through specific proposals for future programs. It could consider ways to improve working with the intelligence producers and perhaps how the former Executive Committee could be revived or some similar policy guidance panel be established. It might also profitably answer important questions on the relationship of the reorganized NRO to its parent organizations and the support required from them.

6. Again, I appreciate the time you have devoted to identifying problems in the current structure of the NRO and in developing proposals for remedies. I urge you to consider some of the ideas I have put forward above and encourage you to continue in the remaining months of the Administration to examine possible ways to deal with the problems in the current proposal. This would enable us to provide early in the next Administration a very helpful description of both the problem and possible solutions.



William H. Webster

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